## **AGREEMENT**

AGREEN	<u>VICIN I</u>
THIS AGREEMENT entered into this the City of West Lafayette, Indiana, a municipal "City", and the Lafayette Crisis Center, local Indiana, an organization serving the City of We as the "Agency";	al corporation hereinafter referred to as the ted at 1244 North 15th Street, Lafayette
WITNESSETH:	
WHEREAS, the Common Council of the Ci 2012 Budget Ordinance, Ordinance No. 18-11, the Lafayette Crisis Center in the City of Lafayet to the citizens of the City of West Lafayette.	appropriating certain monies for the use of
NOW, THEREFORE, it is agreed by and bet	tween the parties as follows:
1. That the Crisis Center, a recognized social services to and for the citizens of the City of We fully detailed by Exhibit "A", which is attached by reference.	est Lafayette, Indiana, all of which are more
2. That for the calendar year 2012, January West Lafayette, Indiana agrees to pay \$8,000 eleven installments of \$667.00 and one installments	0.00 for such services, payable monthly in
3. The Agency also agrees to submit to the C and give permission to the State Board of Ac records, if deemed necessary.	
WITNESS our hands this day and year first a	above written.
AGENCY: Lafayette Crisis Center	CITY: City of West Lafayette by its Board of Public Works and Safety
Authorized Signature	John R. Dennis, Mayor
(printed) (title)	Sana G. Booker, Board Member
	Bradley W. Marley, Board Member

Jonathan C. Speaker, Board Member

Elizabeth M. Stull, Board Member

Judith C. Rhodes, Clerk-Treasurer

ATTEST:

## Exhibit "A" 2012

## LAFAYETTE CRISIS CENTER FOUNDATION

## **MISSION**

West Lounge.

Trained volunteers providing crisis intervention, support, & information – every hour of every day.

## **OBJECTIVES OF THE PLANNING DOCUMENT**

This document details the ongoing services that are part of the Crisis Center's day-to-day operations, which will be provided to and for the citizens of the City of West Lafayette, Indiana.

	<u>OPI</u>	ERATIONAL PLAN
	supervised by professional staff, with Indiana law)	ention - provided by trained volunteers and 24 hours a day, free and confidential* (in accordance
•	Service delivery:  Walk-in, face to face:  Telephone:	1244 North 15th Street, Lafayette, IN 47904 Crisis Line, 765-742-0244 for anyone Teen Line, 765-423-1872 for area youth 1-800-SUICIDE 1-273-TALK
•	Information & Referral - provided professional staff, 24 hours a day Service delivery:  Walk-in, face to face: Telephone:	ted by trained volunteers and supervised by trained confidential*  1244 North 15 <sup>th</sup> Street, Lafayette, IN 47904 First Call, 765-423-CALL for anyone 2-1-1, for anyone
•	supervised by professional staff, Service delivery:  • Advocates help survivors	rention - provided by trained volunteers and 24 hours a day, free and confidential*  by telephone, meet face to face at the Crisis Center, o Tippecanoe County hospitals, police stations, asis Line.
•	staff, free and confidential* "Women Who've Been There", for	ained facilitators and supervised by professional or adult women (age 18+) that have survived rape or Vednesday of the month at 7 p.m. at the St. Elizabeth

• Survivors of Suicide (SOS), for those who have lost a loved one through suicide. Meets every 3<sup>rd</sup> Monday of the month at 7 p.m. at St. Elizabeth School of Nursing,

☐ Community Services Database (CSD) – compiled and maintained by professional staff Specialized directories or quick lists of area human services and support groups. Available in printed and computer formats. Available on the Internet at no cost to user. Direct link is www3.irissoft.com/lccf ☐ Speaker Squad - presented by trained volunteers and professional staff Presentations to campus and community groups about Crisis Center services, volunteer opportunities, active listening, suicide prevention, information & referral, rape prevention/intervention, and more. Some offered free of charge. Some at negotiated fee. ☐ Backup Services - 24 hour telephone backup to other community services such as: Alcoholics Anonymous American Red Cross of Tippecanoe County American Red Cross of White County Area IV Agency on Aging and Community Action Program Family Services, Inc. Greater Lafayette Sexual Assault Prevention Coalition Marriage & Family Therapy Center National Suicide Prevention Lifeline (NSPL) Purdue Counseling and Psychological Services Rape Abuse Incest National Network (RAINN) **SURF** Center **Tippecanoe County Court Services** White County United Way White County Council on Aging – Helping Hands YWCA Domestic Violence Intervention and Prevention Program ☐ Community Disaster Intervention - Respond as part of community Mental Health Disaster Team and the Community Organizations Active in Disaster of West Central Indiana (COAD-WC)



August 20, 2011

Mayor John Dennis, City of West Lafayette 609 W. Navajo Drive West Lafayette, IN 47906

Dear Mayor Dennis,

The board, staff, and volunteers of the Lafayette Crisis Center are very appreciative of your support of our services over the years. For 40 years, the Lafayette Crisis Center has filled a major role in our community. We provide round-the-clock crisis intervention, suicide prevention, rape survivor advocacy, support groups, and information & referral. Our services continue to be confidential, free and available by phone or in person – every hour of every day. Services are provided by trained volunteers under the supervision professional staff and experienced volunteer trainers. We are governed by a volunteer and active Board of Directors.

As you can see, we do so much for the residents of West Lafayette. Our projected operating budget for 2012 is \$182,728. We have carefully reviewed expenses reduced expenses in the marketing area, subscriptions, and other areas resulting continued savings as well as eliminated raises. We have reduced expenses as much as possible without impacting the quality and availability of our services. **Please consider us for \$8,000 of funding in 2012, which is the same amount awarded in 2011.** 

We have focused a portion of our marketing efforts toward citizens of West Lafayette:

- Increased publicity about our community information & referral via 2-1-1 to residents of West Lafayette.
- Increased publicity about suicide as a public health issue with a focus on prevention through outreach presentations.
- Increased outreach about services through public presentations and media coverage.
- Goals in 2012 include working more closely with police and hospital emergency rooms to help those considering suicide and developing a texting service to reach youth.

The Crisis Center continues to expanded First Call /2-1-1 Information and Referral program through a Thank you most sincerely for your public support of the Crisis Center and of 2-1-1. The increased marketing attached to 2-1-1 will positively impact West Lafayette residents as they hear about and then access services as needed from the Crisis Center.

The United Way continues to be extremely supportive of our services. We do not receive funding from Tippecanoe County. We do not receive any funding through Community Development Block Grants (CDBG), and have never been eligible for CDBG because they require that the organization can document that they serve low-income members of a certain geographic area. While many of our contacts are low-income and live within the funding boundaries, we cannot document this to the satisfaction of CDBG so we are not eligible for those funds. For this reason, the City of West Lafayette grant us support directly.

Enclosed, please find a list of Crisis Center activities, service statistics our new Strategic Plan as well as a copy of our December 31, 2010 Audit.

I would be delighted to meet with you to talk more about our services and how they are changing to meet the needs of our community. Your consideration of this request and your time are gratefully acknowledged. As always, please contact me if you would like further information or a presentation.

Together, we are helping our community, as it grows even stronger!

Sincerely, Jane PM lan

Jane P. McCann, MS, CIRS

Executive Director

cc: Judy Rhodes





## Crisis Center Strategic Plan 2010 - 2015

Vision: Language to be determined.

Mission: Trained volunteers providing crisis intervention, support and information -24 hours of every day.

Critical Success Factors:

<u>CSF 1:</u> We must raise awareness and understanding of the unique value of Crisis Center services among key stakeholders, including callers, companies, donors, governments and other agencies.

### Action Items

- 1.1 Brand Identity Project: Develop a brand strategy and identity system that more effectively communicates the vision, value and need for the Crisis Center to key audiences. (Owner/Date)
- 1.2 Marketing and Media Material: In conjunction with the branding objective, create a portfolio of promotional/marketing material that can be used in fund raising and public relations programs.
- 1.3 Community Outreach and Engagement: Develop a plan to understand the needs of key constituents and develop or modify programs to more effectively meet diverse needs. (Owner/Date)

**Key Constituents Include:** 

- a. Youth and Families
- b. Low Income
- c. Local Companies
- d. Local Governments
- e. Health and Social Service Providers
- f. Schools
- <u>1.4 Service Delivery:</u> Understand what technology/delivery changes may be necessary to better meet the needs of today's clients.
- 1.5 Community Needs Feedback: Develop a process to more effectively share information with community partners and other agencies to underscore community needs.
- 1.6 Vision and Mission: Articulate the Crisis Center Vision and validate the Mission
- <u>CSF 2:</u> We must strategically and intentionally recruit and develop staff, volunteer staff and board members who possess a knowledge and passion for the vision and mission of the crisis center and have a connection to key stakeholders and/or constituents.

## **Action Items**

- **2.1 Board Pipeline:** Develop and maintain a roster of potential board members in order to ensure board continuity and provide Crisis Center with capable leaders well positioned within the community.
- **2.2 Board Expectations:** Create and/or update Board Member Goals, expectations and orientation process (Owner/date)
- 2.3 Volunteer Pipeline: Strengthen outreach with Purdue and Ivy Tech and more fully develop contacts within the wider community to maintain pipeline of qualified and dedicated volunteers. (Owner/date)
- **2.4 Staff Learning Plan:** Create an annual strategic learning and development plan for Crisis Center staff (Owner/Date)
- <u>CSF 3:</u> We must increase Crisis Center funding streams to ensure we have the appropriate resources to achieve the vision and mission of the agency.
  - 3.1 Increase Individual Donations: Create a campaign that increases individual contributions to the Crisis Center. Specifically, design a plan to reach additional audiences with a higher potential for giving. (Owner/date)
  - 3.2 Develop Events Strategy: Assess funding events and develop event strategy that establishes event priorities, accountabilities, funding goals and potential event partners. (Owner/date)
  - 3.3 Grant and Foundation Funding Plan: Create a plan (at least annually) that identifies and prioritizes which Grants and Foundation funding opportunities the Crisis Center will pursue. Obtain Board consensus on opportunities and assign responsibility for Grant or Foundation submissions.
  - 3.4 Services for a Fee: Investigate the potential to offer crisis intervention training or consulting for a fee to area businesses and organizations.

<u>CSF4:</u> We must create and maintain a board organizational and governance structure that fully enables the Crisis Center to achieve each of its objectives and fulfill the mission and vision of the agency.

### <u> Action Items</u>

4.1 Revaluate and Establish Effective Committee Structure: Determine the appropriate board committee structure, assign leaders and members and drive accountability (committee goals, reporting etc). (Owner/Date).

Current:
Executive
Personnel Nominating
Audit and Finance
Fundraising
Public Relations

Crisis Center Strategic Plan Board Approved: 09/15/2010

## LAFAYETTE CRISIS CENTER FOUNDATION AGENCY NARRATIVE

## **Physical Facilities**

The Lafayette Crisis Center is located at the intersection of 15th and Howell streets, 1244 N. 15th Street, in Lafayette. The facility is a three-story house that was built in the early 1900s.

On the ground floor, the building has a walk-in room, "phone room", kitchen, a half bathroom, and one office shared by two staff. There are two staff offices and a full bathroom on the second floor. The third floor is a finished attic, which serves as a meeting room. The building does have a semi-finished basement, which serves well for storage. The walk-in entrance at the back of the building has a wooden ramp for accessibility for the first floor only.

With the help of the Greater Lafayette Community Foundation, United Way and other donors, the Crisis Center is purchasing the facility and is involved in continuing building improvements. Recent improvements include a new large storm window, new kitchen linoleum and exterior painting of the house. We now use a small business server and have new workstation computers thanks to local grants.

## **Brief History**

The crisis intervention phone service began at Purdue University when a group of graduate students in Counseling and Clinical Psychology recognized a need for a crisis intervention and information and referral service for Purdue students. With faculty advisor, Don Hartsough, and other interested psychologists and psychiatrists, the crisis intervention phone service began operation in April of 1970 with hours of operation from 7:00 pm to 3:00 am, seven nights a week, in the basement of Purdue's Education Building. Training for volunteers was designed to be rigorous and experiential (i.e., role plays of crisis calls).

In 1971, the phone service was expanded to the greater Lafayette community and became the Lafayette Crisis Center Foundation. At this time, the Foundation became incorporated and expanded its service to 24 hours a day, 365 days a year, with both telephone and walk-in services. These services have continued to this day without interruption.

In 1978, the Crisis Center became a full member agency of the Tippecanoe County United Way. In 2001, United Way of White County also began supporting Crisis Center services in their region.

From only a phone service in the basement of Purdue's Education Building to a full service crisis intervention and suicide prevention center with walk in accessibility to the public, the Lafayette Crisis Center has evolved with community needs.

We continually reach out to the community by developing and providing additional services. In 1980, we developed a Community Services Directory. In 1990, we saw a need for a Teen Line; in 1992, a Survivors of Suicide Support Group; and in 1997, First Call Information and Referral. The last three of these services were started with the support of United Way Venture Grants. In 1996, the Crisis Center collaborated with The Counseling Center to co-sponsor the Rape Hotline with help from another Venture Grant. In 1998, this became the Rape Survivor Advocacy Program; in 1999, the Crisis Center became sole sponsor. In 1999, we also piloted a rape survivor support group with Venture Grant funds. In 2001, the Crisis Center added toll-free services for White County. In 2002, the Crisis Center added Language Line so that people who do not speak English can be served. On February 11, 2004, 2-1-1 services began for Tippecanoe and White counties. The Crisis Center has been endorsed by the Indiana 2-1-1 Partnership as the Call Center hub for an eight-county region. Expansion efforts have been slowed by the economic environment.

As the needs of our community have changed, the role of the Crisis Center has evolved. However, the mission and the basic services have remained constant throughout our history...to provide free and confidential crisis intervention, suicide prevention, and referral information through trained volunteers to all in need – every hour of every day.

## **CRISIS CENTER MISSION**

Trained volunteers providing crisis intervention, support, & information – every hour of every day.

## CRISIS CENTER UNITS OF SERVICE

The Lafayette Crisis Center, located at 1244 N. 15th Street, Lafayette, Indiana, will provide the following services to the citizens of West Lafayette, Indiana:

- 1. Free and confidential\*, 24-hour, crisis intervention and suicide prevention hotline service
- 2. Crisis Line 742-0244 and Teen Line 423-1872.
- 3. Free and confidential\*, 24-hour, crisis intervention and suicide prevention walk-in service
- 4. 1244 N. 15<sup>th</sup> Street, Lafayette, IN.
- 5. Free and confidential\*, 24-hour, crisis intervention and suicide prevention via 800-SUICIDE AND 800-723-TALK national toll-free hotlines.
- 6. Free and confidential\*, 24-hour, information and referral service 211/First Call Information & Referral dial 211 or 423-CALL.
- 7. A Speaker Squad program.
- 8. An intensive training program for crisis intervention and community referral helpers.
- 9. A free Survivors of Suicide Support Group for those who have lost a loved one through suicide.
- 10. A round-the-clock Rape Survivor Advocacy and Prevention Service.
- 11. A free "Women Who've Been There" Support Group for adult women who have survived rape. (\*confidential in accordance with Indiana law)

The citizens served by these programs include the Greater Lafayette local telephone dialing area, which includes citizens of the City of West Lafayette, of Lafayette, and of Tippecanoe County.

In 2010, the Crisis Center provided 8,707 units of service which breakdown as follows: Crisis Line – 5,278, Teen Line - 412, Walk-ins - 21, 2-1-1/First Call – 2,972, Speakers Squad - 63, Survivors of Suicide - 83, Rape Survivor Advocacy Program - 25, Women Who've Been There – 41, Outcalls & Business - 625.

Because of the anonymous nature of the service, it is impossible to determine the precise residence of the citizens who are served by the Crisis Center. It is reasonable to estimate the residence of citizens who are served by using statistics recorded by Crisis Center volunteers after the contact. Using this method, the percentage of our 2011 projected expenditures (\$182,728) assigned to each area would be as follows: 83% for the City of Lafayette, 4% for the City of West Lafayette including Purdue University, .5% for Tippecanoe County, and 4.2% other. 8.3% was recorded as unknown and could possibly include citizens from West Lafayette.

In 2010, the **Crisis Intervention Hotline and Walk-In Services** (items 1 and 2 above) received 4,339 crisis contacts (742-0244) and 36 walk-ins. Breakdowns are as follows: 86% for the City of Lafayette, 5% for the City of West Lafayette including Purdue University, less than 1% for Tippecanoe County, 8% other. Of the 5,278 contacts in 2010, at least 349 West Lafayette citizens were helped by the services.

**Teen Line** (item 1 above) breakdowns for 2010 are as follows: 70% for the City of Lafayette, less than 2% for the City of West Lafayette including Purdue University, 8% for Tippecanoe County, 17% other. Less than 3% were recorded as unknown. Of the 412contacts in 2010, at least 15 young residents of West Lafayette were helped by our Teen Line. In 2012 we will explore how to use test messaging to reach the youth in our community.

**2-1-1/First Call Information and Referral**, (item 3 above) a 24-hour, free and confidential, information and referral hotline provides information about and referral to area non-profit organizations, community services, groups, etc. 2-1-1/First Call serves as a common referral point for any member of the community, including service recipients and service providers. The telephone number is 2-1-1 or 423-CALL (423-2255). One goal of 2-1-1/First Call is to improve the fragmented human service information system and increase access to resources as well as identify service gaps. 2-1-1/First Call contacts for 2010 are as follows: 82% for the City of Lafayette, 5% for the City of West Lafayette including Purdue University, 4% for Tippecanoe County, 9% other. Of the 2,972 contacts in 2010, at least 118 residents of West Lafayette were helped by 211/First Call. In 2010 we gave 6,297 referrals, of these, 321 were to programs located in West Lafayette such as Wabash Township Assistance, Church of the Blessed Sacrament, WIC, Wabash Valley Hospital (now River Bend), Alcoholics Anonymous and Morton Community Center.

During our **Speaker Squad** Program (item 4 above), we reached at least 6,468 citizens in 63 separate presentations during the year 2010. Many of these presentations were made to citizens of West Lafayette, including Purdue University, during the calendar year of 2010. Additionally, the Crisis Center was represented on local radio stations, in local print media, and on at least 5 of WLFI-TV18's news programs, each reaching over 10,000 television viewers, a significant portion of whom are West Lafayette residents. WBAA Public Radio at Purdue featured several interviews with Crisis Center staff regarding the economy and suicide as well as our services.

The Crisis Center continues to provide an **extensive training program** to volunteers to prepare them to provide services at the Crisis Center. This 45-hour intensive training program (item 5 above) improves the quality of the community as trained volunteers interact throughout the community. In 2010, the Center conducted 5 training sessions with day and evening options available. Of the 75volunteers who successfully completed the training program, 69 were residents of West Lafayette. We plan five training programs including a daytime and evening session in 2012 with each being available to the citizens of West Lafayette. The Crisis Center offers internships to qualified individuals that help educate about non-profit management, operation of a 24-hour center, supervision of volunteers in addition to crisis intervention community resource skills.

In November 1992, the Crisis Center began a support group for those who have lost a loved one through suicide (item 7 above). The **Survivors of Suicide support group** meets monthly and in 2010 offered support to 83 survivors. This group is open to all residents of the greater Lafayette area including West Lafayette, Tippecanoe County, and surrounding counties. Free and confidential, the Survivors of Suicide support group will continue to meet on the third Monday of each month through 2012. Free newsletters were distributed to over 1,000 addresses twice in 2010.

In 1998, the Crisis Center formalized the **Rape Survivor Advocacy Program** (R-SAP) (item 8 above). Trained advocates are available 24 hours a day to accompany a rape survivor to the hospital, police station, court, or to meet one-on-one at the Crisis Center. Advocates also perform educational presentations to the community. In 2010, advocates responded to 32 requests for services, with at least 22 of those requests resulting in advocacy visits. This equals 61% for the City of Lafayette, 34% for the City of West Lafayette including Purdue University, and 5% other.

In November 1999, the Crisis Center started "Women Who've Been There" support group (item 9 above) for adult women who have survived rape. This free and confidential support group meets one evening a month, and is facilitated by survivors and supervised by professional staff. In 2010, we provided services to approximately 42 women. It is an ongoing challenge to educate women about the benefits of a survivors support group. Facilitators continue to explore effective ways to let our community know about this valuable resource.

Some of our service components are more difficult to count and quantify their impact. Each of these adds to the impact and success of the Crisis Center. For example:

- Community Services Database (CSD) availability should be considered. Beginning November of 2007 our comprehensive database became available on-line free to all users. In 2010 there were 44,632 visitor hits indicating someone viewed a resource page, an increase of 40%. The City of West Lafayette is welcome to provide a link on the city web site to this database (www3.irissoft.com/lccf) for the convenience of staff and those in need. As a result of this internet availability we no longer offer a printed comprehensive directory however specialized directories or "quick lists" are created as requested.
- More and more frequently, we are receiving requests from local workers and/or residents who need referral information about the surrounding counties. Our computerized database of information linking the community to non-profit programs has increased dramatically in the past few years in response to perceived need. Our computerized database of referral information currently contains 1,516 non-profit social service programs representing 568 agencies. We expect that number to increase in the next year as we continue to expand the listings in our database. Our work with juvenile court to integrate faith-based community resources into our Community Services Database is complete. This offers additional options to families at risk.
- The number of referrals given by Crisis Center volunteers to link clients with other services continues to increase since the 2,107 referrals given in 1996 (the beginning of First Call) to 6,297 referrals in 2010.
- In 2007 we began to take calls for the National Suicide Prevention Lifeline via 1-800-SUICIDE and 1-800-273-TALK for Tippecanoe and surrounding counties. We received 1,044 calls in 2010, an increase of 300%. Of these 598 were from Tippecanoe County. Technology does not permit tracking the calls by city. This partnership allows even more people in need to access to our services.

## **Crisis Center Program Activities**

- Crisis Intervention, Suicide Prevention provided by trained volunteers and supervised by professional staff, 24 hours a day, free and confidential.
  - > Telephone.
    - Crisis Line (765-742-0244).
    - Teen Line (765-423-1872).
    - Toll Free Line (877-419-1632).
    - 1-800-SUICIDE
    - 1-800-273-TALK
  - ➤ Walk-in, face to face. (1244 North 15th Street, Lafayette, IN 47904).
  - Achieved national re-accreditation through the American Association of Suicidology (AAS).
- ❖ Information & Referral provided by trained volunteers and supervised by professional staff, 24 hours a day, free and confidential.
  - > Telephone.
    - First Call (765-423-CALL).
    - **211** (2-1-1).
  - ➤ Program may be named "2-1-1" in future (expansion of First Call).
  - ➤ 2-1-1 went "live" in White and Tippecanoe counties on February 11, 2004.
  - Achieved national accreditation through the Alliance of Information & Referral Systems (AIRS).
- \* Rape Prevention and Response Services provided by trained volunteers and supervised by professional staff, free and confidential.
  - Rape Survivor Advocacy and Prevention (765-742-0244).
    - Advocates help survivors by telephone or accompany survivors to Tippecanoe County hospitals, police stations, Court, or meet face to face at the Crisis Center.
    - 24 hours a day, activated through Crisis Line.
  - > "Women Who've Been There" Support Group.
    - For adult women (age 18+) who have survived rape or sexual assault.
    - Meets once a month.
- **Suicide** Prevention and Intervention.
  - Suicide Prevention.
    - Regional Suicide Intervention & Prevention Partnership.
    - Educational presentations & workshops.
  - Survivors of Suicide Support Group
    - For those who have lost a loved one through suicide.
    - Meets once a month.
    - Quarterly newsletter.
  - Achieved national re-accreditation through the American Association of Suicidology (AAS)
- Community Services Database (CSD).
  - > Comprehensive database of area human and social services and support groups.
  - Available in specialized printed resource lists and computer format.
  - > Available free on line at www.irissoft.com/lccf.
  - > Compiled and maintained by professional staff.

- Speaker Squad presented by trained volunteers as well as professional staff.
  - ➤ Presentations to campus and community groups about Crisis Center services, volunteer opportunities, active listening, suicide prevention, information & referral, rape prevention/intervention, and more.
  - > Some offered free of charge. Some at negotiated fee.
- ❖ Backup Services 24 hour telephone backup to other community services such as:
  - > Alcoholics Anonymous.
  - American Red Cross of Tippecanoe County.
  - > American Red Cross of White County.
  - > Area IV Agency on Aging and Community Action Program.
  - > Purdue Counseling and Psychological Services.
  - > Tippecanoe County Court Services.
  - > YWCA Domestic Violence Intervention and Prevention Program.
  - > Family Services, Inc.
  - ➤ White County United Way.
  - ➤ White County Council on Aging Helping Hands.
- Community Disaster Intervention
  - Respond as part of community Mental Health Disaster Team.
  - ➤ Partner with the West Central Community Organizations Active in Disaster (COAD)
  - > Stress Debriefing.
  - Respond as part of the Indiana 2-1-1 Partnership Emergency/Disaster Plan.

Crisis Center Administrative Activities -- Recruit and retain a quality commitment from board members, staff, volunteers, and other resource providers so that services are available to the community through volunteer work, staff effort and funding support.

- \* Board Members.
  - Recruit board members, according to By-laws, representative of cross-section of community.
  - New board members attend an orientation session about the Crisis Center and board responsibilities.
  - Each board member:
    - Attends board meetings according to by-laws.
    - Is active on at least one standing committee.
    - Attends two Town Halls per year.
    - Works on fundraisers.
    - Participates in board development activities and workshops.
- **Staff.** 
  - Executive Director (1 FTE).
  - ➤ Volunteer Coordinator (1 FTE).
  - ➤ Information and Referral Specialist (1 FTE).
  - Administrative Assistant (.50 FTE).
  - > Student Interns (as available each semester to volunteer work time for class credit).
- ❖ Volunteers (80 100 volunteers).
  - Recruit volunteers from the year-round community and Purdue University.
  - > Offer a minimum of 3 crisis intervention training programs per year.
  - ➤ Include Volunteer input in decision-making:
    - Town Hall.

- Volunteers on Board and Board Committees.
- > Trained volunteers include:
  - Crisis Center Volunteers.
  - Trainers.
  - Rape Survivor Advocates.
  - Speaker Squad Presenters.
- On Call Staff and Senior Volunteers carry a pager to provide:
  - Back-up support to volunteer on duty.
  - ➤ Assures 24-hour shift coverage.
  - Processing of difficult calls with volunteers.
  - Trained, coordinated, and supervised by professional staff.
- Crisis Center Disaster Plan.
  - Maintain plan in case of electrical outage, phone outage, building destruction, computer outage, or any other situation that could interrupt continuous service.
  - Assist other agencies in disaster-related crises.
- Volunteer Recognition.
  - > 39-shift and Trainer Awards.
  - Night Owl Award & Early Bird Awards.
  - ➤ 100 shift Don Hartsough Award.
  - Annual "Alison M. Greene Vision of Peace" Award.
  - > Annual "Claudette Smith Ashby Voice of Courage" Award for Rape Survivor Advocates.
  - ➤ Kevin Koor's Answer the Call Award for volunteers showing exceptional service to the center.
  - Other recognition in newsletter, on bulletin boards at center, by Volunteer Bureau, etc.
- Networking with other agencies and community groups.
  - ➤ Accredited Member Alliance of Information and Referral Systems (AIRS).
  - Certified Member American Association of Suicidology (AAS).
  - ➤ Member Indiana 2-1-1 Partnership.
  - Partner agency with National Suicide Prevention Lifeline.
  - ➤ EPICS kiosk project Purdue University.
  - Greater Lafayette Sexual Assault Prevention Coalition (GLSAPC).
  - ➤ Homelessness Prevention Network (HPN).
  - ➤ Alliance of Information & Referral System Indiana Chapter (AIRS-IN).
  - ➤ Intimate Violence Task Force.
  - ➤ Money Management Advisory Council Area IV Agency.
  - National Domestic Violence Hotline.
  - Rape, Abuse, and Incest National Network (RAINN).
  - > Drug Free Coalition of Tippecanoe County.
  - Tippecanoe Child Abuse Prevention Council (T-CAP).
  - > Tippecanoe County Domestic Violence Council.
  - Our Kids Are Our Community.
  - United Way Directors Association.
  - > Healthy Active Tippecanoe County.
  - ➤ White County Domestic Violence Council.
  - > Partners for a Drug Free White County.

- ➤ White County Homelessness Prevention Council (HPC).
- ➤ White County Social Services Meeting.
- > Youth Services Providers Network.
- **\$** Fundraising.
  - > Special Events:
    - Spring Benefit Concert.
    - Soup & Bread Concert.
    - Jay Cooperider Memorial 5K Run.
  - Annual Membership Drive.
  - > Bequests.
- ❖ Marketing and Public Relations Increase community knowledge of the Crisis Center, its services, and its fundraisers through marketing plan.
  - Monthly newsletter to volunteers; Quarterly newsletter to community agencies, donors & business.
  - Distribution of printed materials (posters/fliers, brochures, pencils, magnets, cards, etc.).
  - > Print ads.
  - Web Page.
  - FaceBook Page.
  - > Public service announcements.
  - News features and articles.
  - > Telephone book advertising.
- ❖ Attend to short-range and long-range planning.
  - Operational Plan.
  - Capital Needs Plan.
  - ➤ 3-5 Year Plan.
- ❖ Maintenance of Building, Grounds and Equipment.

## **Crisis Center Annual Evaluation Activities**

- ❖ FIRST QUARTER:
  - > Evaluate Capital Needs.
  - > Evaluate Financial Needs and Record Keeping.
- ❖ SECOND QUARTER:
  - > Evaluate level and quality of community services being provided.
- THIRD QUARTER:
  - > Evaluate Staffing Needs.
  - Evaluate Personnel Policies (every two years).
  - > Evaluate Organizational Policies and Procedures.
- ❖ FOURTH QUARTER:
  - Evaluate Training Policies and Procedures.

## **Audited Financial Statements**

Lafayette Crisis Center Foundation, Inc.

December 31, 2010 and 2009

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## INDEPENDENT AUDITOR'S REPORT

To the Board of Directors Lafayette Crisis Center Foundation, Inc. Lafayette, Indiana

We have audited the accompanying statements of financial position of Lafayette Crisis Center Foundation, Inc. (a nonprofit organization) as of December 31, 2010 and 2009, and the related statements of activities, functional expenses, and cash flows for the years then ended. These financial statements are the responsibility of the Organization's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Lafayette Crisis Center Foundation, Inc. as of December 31, 2010 and 2009, and the changes in its net assets and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

Reed & Company P.C.
Lafayette, Indiana

April 27, 2011

Statements of Financial Position December 31, 2010 and 2009

		2010	<u></u>	2009
A	SSETS			
CURRENT ASSETS				
Cash and cash equivalents	\$	31,878	\$	41,179
Unconditional promises to give		100,649		100,649
Grants receivable		215		2,068
Prepaid expenses		6,086		5,902
Total Current Assets		138,828		149,798
PROPERTY AND EQUIPMENT, at cost				
Land		5,000		5,000
Buildings and improvements		113,403		113,403
Furniture and equipment		62,658		61,758
	,	181,061		180,161
Less accumulated depreciation		94,255		85,812
Total Property and Equipment		86,806		94,349
OTHER ASSETS				
Closing costs, net of amortization		124		192
TOTAL ASSETS	\$	225,758	\$	244,339

Statements of Financial Position December 31, 2010 and 2009

		2010		2009
LIABILITIES AND NET ASS	SETS		-	
CURRENT LIABILITIES				
Accounts payable	\$	6,535	\$	1,132
Payroll taxes payable		2,398		2,650
Accrued expenses		8,566		7,373
Current maturities of long-term debt		5,312		4,773
Total Current Liabilities		22,811		15,928
LONG-TERM DEBT, less current maturities		4,072	_	10,389
Total Liabilities		26,883		26,317
NET ASSETS				
Unrestricted		90,723		105,965
Temporarily restricted		108,152	•	112,057
Total Net Assets		198,875		218,022
TOTAL LIABILITIES AND NET ASSETS	\$	225,758	\$	244,339

Statements of Activities
For the Years Ended December 31, 2010 and 2009

		2010		2009
UNRESTRICTED NET ASSETS				
PUBLIC SUPPORT AND REVENUE				
Foundations	\$	7,000	\$	7,250
Sustaining membership		9,749		15,144
Special events		10,309		10,219
Other donations		4,205		2,566
In-kind donations		6,239		6,436
City of West Lafayette		8,000		8,000
Coalition for a Drug-Free Tippecanoe County		3,550		4,514
Other grants		5,101		4,900
Program service fee		1,733		875
Directory sales		1,000		500
Interest		3		5
Loss on sale of assets		0		(398)
Miscellaneous		60		44
Total Public Support and Revenue		56,949		60,055
NET ASSETS RELEASED FROM RESTRICTIONS				
Restrictions satisfied by payments		107,108		126,826
Total Public Support, Revenue, and	-			
Net Assets Released from Restrictions		164,057		186,881
EXPENSES				
Program services		108,758		113,036
Supporting services:				•
Management and general		60,680		64,061
Fund raising	_	9,861		9,452
	_		-	
Total Expenses	_	179,299		186,549
INCREASE (DECREASE) IN UNRESTRICTED				
NET ASSETS	\$	(15,242)	\$	332

Statements of Activities
For the Years Ended December 31, 2010 and 2009

		2010		2009
TEMPORARILY RESTRICTED NET ASSETS			-	
SUPPORT				
United Way of Greater Lafayette	\$	654	\$	17,660
Community Foundation of Greater Lafayette		900		1,171
Other contributions		1,000		0
White County United Way for next fiscal year		6,000		6,000
United Way of Greater Lafayette for next fiscal year		94,649	_	94,649
Total Temporarily Restricted Support		103,203		119,480
NET ASSETS RELEASED FROM RESTRICTIONS Restrictions satisfied by payments	-	(107,108)	_	(126,826)
DECREASE IN TEMPORARILY				
RESTRICTED NET ASSETS	-	(3,905)	_	(7,346)
DECREASE IN NET ASSETS		(19,147)		(7,014)
NET ASSETS AT BEGINNING OF YEAR	-	218,022	_	225,036
NET ASSETS AT END OF YEAR	\$_	198,875	\$_	218,022

Statement of Functional Expenses For the Year Ended December 31, 2010

Program Services	\$ 56,686	4,337	2,060	277	650,6	2,180	3,610	538	1,991	2,741	2,332	1,210	999	536	5,043	6,376	613	599	0	0	0	4,839	0	\$ 108,758
Total	\$ 96,980	7,419	11,590	474	12,079	6,855	4,011	717	3,474	3,655	3,109	2,111	887	1,072	5,043	7,084	818	1,160	1,220	200	330	8,443	89	\$ 179,299
	Salaries	Payroll taxes	Employee benefits	Workers compensation	Professional fees	Supplies	Telephone	Postage	Utilities	Repair and maintenance	Maintenance contracts	Property insurance	General insurance	Conferences and meetings	Dues and subscriptions	Outside printing	Miscellaneous	Mortgage interest	Entertainment	Facility rent	Advertising	Depreciation	Amortization	Total Expenses

# Lafayette Crisis Center Foundation, Inc.

Statement of Functional Expenses For the Year Ended December 31, 2010

seo	Fund	Raising	7 384	100,7	787	394	12	0	4,433	0	32	40	0	0	24	0	0	0	0	0	13	1,220	700	330	26	0	9,861
ig Services			÷	9																							6/9
Supporting	Management	and General	27 010	01,510	2,900	6,136	185	3,020	242	401	147	1,443	914	777	877	222	536	0	708	205	482	0	0	0	3,507	89	089,09
	Σ	В	6	9																							€9

See Accompanying Notes to Financial Statements

Statement of Functional Expenses For the Year Ended December 31, 2009

Program Services	\$ 57,324	4,385	2,436	299	2,153	6,489	746	2,102	5,285	2,685	1,190	793	400	5,239	8,282	314	825	0	0	0	4,889	0	\$ 113,036
Total	295,66	7,617	9,325	9.600	6,510	7,210	566	3,667	7,046	3,580	2,077	1,057	800	5,239	9,473	419	1,440	1,100	009	108	8,531	89	\$ 186,549
	Salaries	Fayroll taxes	Employee benefits	workers compensation Professional fees	Supplies	Telephone	Postage	Utilities	Repair and maintenance	Maintenance confracts	Property insurance	General insurance	Conferences and meetings	Dues and subscriptions	Outside printing	Miscellaneous	Mortgage interest	Entertainment	Facility rent	Advertising	Depreciation	Amortization	Total Expenses

# Lafayette Crisis Center Foundation, Inc.

Statement of Functional Expenses For the Year Ended December 31, 2009

Services	Fund	Raising	\$ 2,504	192	428	13	0	4,118	0	45	42	0	0	24	0	0	0	271	0	17	1,100	009	0	86	0	\$ 9,452
Supporting Services	Management	and General	\$ 39,739	3,040	6,461	208	2,400	239	721	204	1,523	1,761	\$68	863	264	400	0	920	105	865	0	0	108	3,544	89	\$ 64,061

See Accompanying Notes to Financial Statements

Statements of Cash Flows
For the Years Ended December 31, 2010 and 2009

		2010		2009
CASH FLOWS FROM OPERATING ACTIVITIES  Cash received from public support  Cash received from interest  Cash paid to vendors and employees  Cash paid for interest	\$	155,763 3 (157,229) (1,160)	\$	179,104 5 (173,927) (1,440)
Net Cash Provided (Used) by Operating Activities		(2,623)		3,742
CASH FLOWS FROM INVESTING ACTIVITIES Purchase of equipment		(900)		(8,594)
Net Cash Used by Investing Activities		(900)		(8,594)
CASH FLOWS FROM FINANCING ACTIVITIES Principal payments on long-term borrowings	***************************************	(5,778)		(4,003)
Net Cash Used by Financing Activities		(5,778)		(4,003)
NET DECREASE IN CASH AND CASH EQUIVALENTS		(9,301)		(8,855)
CASH AND CASH EQUIVALENTS Beginning of Year	_	41,179	_	50,034
End of Year	\$	31,878	\$	41,179

Statements of Cash Flows For the Years Ended December 31, 2010 and 2009

	2010		2009	
RECONCILIATION OF CHANGE IN NET ASSETS TO NET CASH PROVIDED (USED) BY OPERATING ACTI	VITIES			
DECREASE IN NET ASSETS	\$	(19,147)	\$	(7,014)
ADJUSTMENTS TO RECONCILE CHANGE IN NET ASSETS TO NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES:				
Depreciation and amortization		8,511		8,599
Noncash contributions of assets		. 0		(310)
Loss on sale of assets		. 0		398
(Increase) decrease in assets:				
Unconditional promises to give		0		7,680
Grants receivable		1,853		(2,068)
Prepaid expenses		(184)		(3,085)
Increase (decrease) in liabilities:				
Accounts payable		5,403		(499)
Payroll taxes payable		(252)		(169)
Accrued expenses		1,193		210
TOTAL ADJUSTMENTS		16,524		10,756
NET CASH PROVIDED (USED) BY				
OPERATING ACTIVITIES	\$	(2,623)	\$	3,742

Notes to Financial Statements December 31, 2010 and 2009

## Note 1. Nature of Activities and Significant Accounting Policies

## Nature of Activities

The Lafayette Crisis Center Foundation, Inc. provides crisis intervention, suicide prevention, rape survivor advocacy, and information about and referral to area agencies for the Greater Lafayette community and surrounding areas. The Organization's support comes primarily from the United Way of Greater Lafayette and White County United Way (63% in 2010 and 66% in 2009).

## **Basis of Accounting**

The financial statements of Lafayette Crisis Center Foundation, Inc. have been prepared on the accrual basis of accounting, and accordingly, reflect all significant receivables, payables, and other liabilities.

## **Use of Estimates**

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

## **Financial Statement Presentation**

The Organization is required to report information regarding its financial position and activities according to three classes of net assets: unrestricted net assets, temporarily restricted net assets, and permanently restricted net assets.

## **Promises to Give**

Unconditional promises to give are recognized as revenues or gains in the period in which the donor makes a promise to give to the Organization that is, in substance, unconditional. Conditional promises to give are recognized only when the conditions on which they depend are substantially met and the promises become unconditional.

Unconditional promises to give at December 31, 2010 and 2009 are due within one year of the statement of financial position dates.

## Restricted and Unrestricted Revenue

Contributions that are restricted by the donor are reported as increases in temporarily or permanently restricted net assets, depending on the nature of the restrictions. When a restriction expires, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the Statement of Activities as net assets released from restrictions.

Notes to Financial Statements December 31, 2010 and 2009

## Note 1. Nature of Activities and Significant Accounting Policies (continued)

## Cash and Cash Equivalents

For purposes of reporting the statements of cash flows, the Organization considers all highly liquid investments with an initial maturity of three months or less to be cash equivalents.

## **Donated Services**

No amounts have been reflected in the statements for donated services. The Organization generally pays for services requiring specific expertise. However, many individuals volunteer their time and perform a variety of tasks that assist the Organization with specific assistance programs, fund raising activities, and various committee assignments. In 2010, the Organization received more than 14,000 volunteer hours, including 9,795 volunteer hours covering phone shifts and providing rape survivor advocate services to survivors. These volunteer services are not recognized as contributions in the financial statements since the recognition criteria were not met.

The provision of these services by volunteers represents a significant cost savings to the Organization and allows them to provide a much greater level of service with the resources available. If the Organization were to provide phone coverage and rape survivor advocate services with paid staff rather than with volunteers, the cost for the 9,795 hours of direct services is estimated to be \$172,490. This estimate is based on information obtained from Independent Sector, a leadership forum for charities, foundations, and corporate giving programs, whose research indicates that for Indiana, the value of a volunteer hour (based on 2009 data) is estimated to be \$17.61 per hour.

## **Property and Equipment**

Purchased property and equipment are recorded at cost. Expenditures for maintenance and repairs are charged to income when incurred. Additions and improvements are capitalized.

Donations of property and equipment are recorded as contributions at their estimated fair value at the date of donation. Such donations are reported as increases in unrestricted net assets unless the donor has restricted the donated asset to a specific purpose. Assets donated with explicit restrictions regarding their use and contributions of cash that must be used to acquire property and equipment are reported as restricted contributions. Absent donor stipulations regarding how long those donated assets must be maintained, the Organization reports expirations of donor restrictions when the donated or acquired assets are placed in service as instructed by the donor. The Organization reclassifies temporarily restricted net assets to unrestricted net assets at that time.

Depreciation is provided for in amounts sufficient to relate the cost of depreciable assets to operations over their estimated service lives. The straight-line method of depreciation is followed for substantially all assets. The range of useful lives used in computing depreciation is from three to forty years. Depreciation expense for the years ended December 31, 2010 and 2009 was \$8,443 and \$8,531, respectively.

Notes to Financial Statements December 31, 2010 and 2009

## Note 1. Nature of Activities and Significant Accounting Policies (continued)

## **Expense Allocation**

The costs of providing various programs and other activities have been summarized on a functional basis in the Statement of Activities and in the Statement of Functional Expenses. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

## **Intangible Assets**

Closing costs were incurred from refinancing long-term debt during 2006. Amortization expense is being recorded over six years using the straight-line method and totaled \$68 per year for the years ended December 31, 2010 and 2009.

## **Economic Dependency**

The Organization receives a significant portion of its annual revenue from the local United Way agency. Future operations rely on reasonable funding levels from that agency.

## Tax Status

Lafayette Crisis Center Foundation, Inc. is a not-for-profit voluntary health and welfare organization incorporated under the laws of the state of Indiana and as such is exempt from federal and state income taxes under Internal Revenue Code Section 501(c)(3). In addition, the Organization qualifies for the charitable contribution deduction under Section 170(b)(1)(A) and has been classified as an organization other than a private foundation under Section 509(a)(1).

As of December 31, 2010, Lafayette Crisis Center Foundation, Inc.'s exempt returns for the years ended December 31, 2007, December 31, 2008, and December 31, 2009 remain subject to examination by the Federal and Indiana tax authorities.

## **Date of Management Review**

Management has evaluated subsequent events through April 27, 2011, the date on which the financial statements were available to be issued.

Notes to Financial Statements December 31, 2010 and 2009

## Note 2. Long-Term Debt

Long-term debt consisted of the following as of December 31:		2010	2009
Mortgage payable; monthly payments of \$495 including interest at 8.95%. Final payment is due in November 2012. The note is secured by the building.	\$	9,384	\$ 15,162
Less current portion		5,312	4,773
Long-term debt	\$ =	4,072	\$ 10,389

Aggregate maturities required on long-term debt at December 31, 2010 are as follows:

Year Ending December 31:	
2011	\$ 5,312
2012	 4,072
<u> </u>	\$ 9,384

## Note 3. Restrictions on Net Assets

The restrictions on net assets as of December 31, 2010 and 2009 relate to contributions for building improvements and equipment, for software purchase, and for program expenses, as specified by the donors. Those restrictions are considered to expire when payments are made.

Temporarily restricted net assets are available for the following purposes as of December 31:

	2	2010		2009	
Building maintenance and equipment Software and manuals Program expenses For subsequent periods	***************************************	0 86 7,417 00,649 08,152	\$	222 269 10,917 100,649 112,057	

Notes to Financial Statements December 31, 2010 and 2009

## Note 3. Restrictions on Net Assets (continued)

The following is a schedule of changes in temporarily restricted net assets by purpose or program for the years ended December 31:

	201	2010		2009
Public Support:				
Building maintenance and equipment	\$ 1,	554	\$	14,131
Mortgage principal	1,	000		0
IRIS for the Web project		0		4,700
United Way funding for next fiscal year	100,	649		100,649
	103,	203		119,480
Restrictions Satisfied by Payments:				
Building maintenance and equipment	1,	776		14,131
Mortgage principal	1,0	000		0
Program services:				
IRIS for the Web project	3,:	500		4,206
Software and manuals		183		160
United Way funding for fiscal year	100,0	649		108,329
	107,	108		126,826
Decrease in Temporarily Restricted Net Assets	\$ (3,5	905)	\$	(7,346)

## Note 4. Local Funding

Support from governmental agencies consists of the following for the years ended December 31:

	2010	2009
City of West Lafayette	\$ 8,000	\$ 8,000